041040W/JUNE/SCM

ARMED FORCE RADIO SAIGON

- ADMINO COMUSHACV 290723Z MAY (NOTAL)
- B. CINCPACELT LTR SER 41/0486 OF 27 MAR 62
- 1. IN ACCORDANCE REF A, REQUEST FOLLOWING NEW PARA BE ADDED TO PART III REF B: 10B.1M. PROVIDE AND OPERATE, OR A JOINTLY STAFFED AND FUNDED BASIS, AN ARMED FORCE RADIO BEOADCAST FACILITY FOR ALL
- U. S. PERSONNEL ASSIGNED TO VIETNAM."
- 2. RECOMMENDATIONS FOR STAFFING, FUNDING AND TECHNICAL ASSISTANCE WILL BE SUBMITTED WHEN DETATLED REQUIREMENTS ESTABLISHED.
- 3. FOR POO ESAS. REQUEST THIS ITSH BE ADDED TO ACENDA FOR ISSA. SUBMIT REQUIREMENTS FOR STAFFING, FUNDING AND TECHNICAL ASSISTANCE.

SCP-4

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UNITED STATES PACIFIC FLEET HEADQUARTERS OF THE COMMANDER IN CHIEF

FF1-1 5450 Ser 41/0486 2 7 MAR 1962

From: Commander in Chief U. S. Pacific Fleet

To: Chief of Naval Operations

Subj: Headquarters Support Activity Saigon (U)

Ref: (a) CNO msg 092204Z FEB NOTAL

(b) CNO msg 142327Z FEB NOTAL

Encl: (1) Report concerning the establishment of the Headquarters Support Activity Saigon

- 1. By reference (a), the Chief of Naval Operations requested that the Commander in Chief U. S. Pacific Fleet make recommendations concerning the organization, staffing, tasks and functions, and military command of a Support Activity, Saigon, and price-out of the non-recurring and recurring costs. Reference (b) further requested that the recommendations be coordinated with the Commander in Chief, Pacific.
- 2. This letter contains the principal recommendations in response to reference (a). Enclosure (1) contains background data and detailed information supporting the basic recommendations. Initial cost estimates and a proposed budget will be submitted as soon as the basic information now being developed in Saigon has been received and the specific functional responsibilities of the Activity have been determined.
- 3. The basic concepts proposed have been coordinated with not only CINCPAC, but also the Commander, U. S. Military Assistance Command, Vietnam (COMUSMACV) and the Deputy Chief, Military Assistance Advisory Group (MAAG), Vietnam. All of the Commanders concerned have expressed general agreement with the proposals.
- 4. Reference (a) tentatively entitled the activity to be established as "U. S. Naval Support Activity, Saigon." However, since it is desirable to maintain the impression with the Vietnamese Government that the functions to be performed are essentially the same, on a somewhat broadened scale, as those now being performed by the logistics sections of the MAAG, it is recommended that a new title of "Headquarters Support Activity Saigon (HSAS)" be used.
- 5. The situation facing U. S. military forces in South Vietnam is of a highly fluid nature. It is most likely that the tasks confronting the Headquarters Support Activity will change to a considerable degree as time goes on. As conditions change, corresponding changes in the personnel and funds required will change.

DOWNGRADED AT 3 YEAR INTERVALS: DECLASSIFIED AFTER 12 YEARS. DOD DIR 5200.10 It must therefore be emphasized that the proposals contained in this letter will very likely require periodic revisions.

- 6. A major logistic problem in South Vietnam is the support of MAAG detachments operating in many localities outside of metropolitan Saigon. MAAG advisors will be stationed at over 65 different sites throughout South Vietnam in groups ranging in size from 3 to more than 200 individuals (chart on page 7 of enclosure). The solution recommended for the support of the field detachments is for the MAAG to continue the present practice of stationing support personnel in the field with the advisors and the satelliting of small units in the field upon larger units within the area. They should be of the same service as the majority of the advisors at any given locality in order to simplify with some minor exceptions, would therefore be limited to the performance of tasks within the metropolitan Saigon area.
- 7. The recommended organization and staffing for the Headquarters Support Activity Saigon are contained in Part IV of the enclosure. The organization proposed requires 76 Navy officers and 349 Navy enlisted; 28 Army officers and 84 Army enlisted; 2 Air Force officers and 23 Air Force enlisted; and 1683 local civilians.
- 8. It is recommended that the Headquarters Support Activity Saigon be assigned to the administrative control of Commander, Naval Forces Philippines; to the management control of the Chief of Naval Operations; and to the operational control of Commander, U. S. Military Assistance Command, Vietnam. It is further recommended that the Activity's mission be "to provide administrative and logistic support to the Headquarters, U. S. Military Assistance Command, Vietnam, the Headquarters, Military Assistance Advisory Group, Vietnam and other activities and units, as designated by the Chief of Naval Operations." The specific tasks and functions to be performed by the Activity are set forth in Part III of the enclosure.
- 9. There are in existence sections of the MAAG which provide logistic support for the MAAG and the Headquarters, MACV. When established, the Headquarters Support Activity will assume functions now performed by that existing organization. Therefore, proper phasing and timing are of paramount importance in order not to disrupt continuing support. In this connection, it is recommended that agreement be reached with the Departments of the Army and Air Force regarding detachment dates for their personnel scheduled to be relieved by the Navy. As a general rule, personnel now on station in Vietnam or under orders should remain until the end of their regular tours.

- 10. It is recommended that the Headquarters Support Activity be established on 1 July 1962. At that time, support functions, personnel, and facilities, as mutually agreeable and as coordinated by COMUSMACV would be transferred from MAAG to the HSAS. In order to prepare adequately for the assumption of responsibilities, key personnel should report to Saigon as soon as possible. The early arrival of the prospective Commanding Officer is of particular importance. Other key personnel, including but not limited to the Executive Officer, the heads of all departments and the Fiscal Division Officer should report not later than 1 June 1962. These officers should not immediately replace incumbents in support billets but rather should study the situation and refine the plans for the eventual organization and operation of the Headquarters Support Activity.
- 11. The importance of adequate and timely staffing and ample funding for the Headquarters Support Activity is patent in meeting the responsibility of providing for the support of the Headquarters, U. S. Military Assistance Command and the Headquarters, Military Assistance Advisory Group, Vietnam. The success of this venture and particularly the ability to react rapidly to the changing situation in Vietnam must not be jeopardized by a paucity of either of these assets.
- 12. In summary, CINCPACFLT recommends that the Headquarters Support Activity be established on 1 July 1962; that the Activity be organized, staffed and assigned functions as set forth in this letter; and that firm commitments be obtained from the Army and Air Force regarding the timing of the replacement of their personnel by the Navy.

J. H. SIDES

Copy to: CINCPAC COMUSMACV COMNAVPHIL CHMAAG VIETNAM COMSERVPAC CO NAVSUPPACT TAIPEI

ENCLOSURE (1)

REPORT

Concerning the establishment of

THE HEADQUARTERS SUPPORT ACTIVITY SAIGON

DOWNGRADED AT 3 YEAR INTERVALS; DECLASSIFIED AFTER 12 YEARS. DOD DIR 5200.10

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INTRODUCTION

- 1. The Chief of Naval Operations (092204Z FEB 62) informed CINCPACELT that the early establishment of a support activity in Saigon would be required in connection with the activation of the U. S. Military Assistance Command, Vietnam. He requested that CINCPACELT provide recommendations for the organization, staffing, tasks and functions, and military command; and price-out in priority order of the non-recurring and recurring costs of an activity tentatively entitled U. S. Naval Support Activity, Saigon.
- 2. CINCPAC in another message (262351Z FEB 62) set forth certain policy guidance regarding logistic support for U. S. military forces in South Vietnam. Among other points, he stated that the logistic and administrative support of organized units and detachments remains an individual service responsibility. He further stated that the support of the joint headquarters and MAAG field advisors was being accomplished by an augmented Headquarters Command of the MAAG. Additionally, the message indicated that a Naval Support Activity, when established, would assume the functions now performed by the Headquarters Command plus such others as may be appropriate.
- 3. During early March, a CINCPACFLT survey team, with CINCPAC and CNO representation, visited Saigon. Discussions were held with the staffs of MACV and the MAAG. Each facet of the support problem was discussed with those individuals now performing the various functions. Prior to departing Saigon, a presentation was given to COMUS MACV, General Paul D. Harkins, USA outlining the salient recommendations contained in this paper. He indicated general agreement to these proposals.
- 4. The basic concepts regarding the Naval Support Activity Saigon have been presented to CINCPAC and have received his general concurrence.
- 5. Since the Naval Support Activity Taipei has been in operation for over a year, the comments of its Commanding Officer were solicited. The proposals contained in this paper are in consonance with his views.

DISCUSSION

On commissioning, the Headquarters Support Activity Saigon will be faced with a situation seldom encountered by a Naval organization. It will assume functions now being performed by a procommission Army staffed command. It will be supporting two commands which are predicately Army. In the meantime, it will be operating in a fluid situation, which will require great flexibility.

The U. S. military population in Saigon is growing, with more and more personnel and material entering the city each day. The available messing and berthing facilities have not kept pace with the influx of people. A "tent city" has been established to accommodate the transients. The Navy Exchange and Navy Commissary Store have performed far beyond their charter, but are hampered, along with various Army units, by a lack of suitable storage space.

 $A(x, \theta, \dots, x)$

PERSONNEL

Faced with this situation, the Headquarters Support Activity Saigon will require adequate staffing and financing if it is to perform its mission at an acceptable standard. Mature, dedicated, experienced officer and enlisted personnel will be required if the Activity is to be able to execute its mission properly. These U. S. personnel must have the experience and know-how to perform the technical and skilled functions of a Naval Station. Additionally, they must be able to supervise and administer the 1600 local nationals who are needed to operate the Activity. There are practically no local nationals with supervisory ability available. Therefore, the tasks normally performed in administration, supply, public works, etc., by trained civil servants must be performed by officer/petty officer personnel of the Navy.

The functions to be performed by the HSAS are currently being carried out by various sections of the MAAG. Upon commissioning, their functions should be assumed by the HSAS. Personnel performing these functions, regardless of service, should be absorbed within the HSAS organization, initially. Though, generally, the phasing in of Navy personnel should coincide with the orderly, routine phasing out of the Army/Air Force personnel upon completion of normal tour of duty, certain key Navy personnel will be required without regard to counterpart tour completion dates. In this connection, the "chop" date when personnel from other services should no longer be ordered in and equivalent Navy personnel must be received should be clearly established in order to preclude gaps in filling billets.

Though the recommended allowance for the HSAS is based on a thorough appraisal of the personnel required to perform the tasks and missions assigned, the enlisted manning of the HSAS will be at the fleet manning level established by CINCPACFIT.

FACILITIES

Although all facilities presently assigned to a function will be transferred with the function, these facilities generally will not be adequate for the following reasons:

- a. Spaces are presently grossly overcrowded due to the rapid expansion of personnel. Additional spaces under construction in the MAAG compound will not eliminate this problem.
- b. Authorized future expansion of the MAAG will generate pressures for the spaces within the compound.
- c. The existing support function spaces are scattered throughout the compound. There is no consolidated area within the compound suitable for HSAS.
- d. It will probably be necessary for the HSAS to lease suitable spaces for a headquarters building large enough to provide for the effective administration of the Activity.

COMMUNITY TO BE SUPPORTED

The community to be supported (in varying degrees) is constituted as follows:

Present		Amed - 4 1 . 3
12	USMACV	Anticipated
1997	MAAG Vietnam	216
200	Embassy Vietnam	3276
210	USOM, USIS Saigon	200
375	MAAG Dependents	210
65	MAAG Cambodia	375
175		65
450	Embassy, USOM, USIS, Cambodia	175
400	Other Dependents	450
	HSAS	562
3484	MACV/HSAS Dependents	75
1750	777	5604
5234	Plus: Partial Support to Units	5400
7234	Total in-country U.S. personnel	11004

FIELD SUPPORT

Prior to the recent expansion of U. S. personnel in South Vietnam, Field Units of the MAAG were supported on a retail basis through Salgon,

with relatively little difficulty. A field Support Section of the Head-quarters Command, MAAG performed the functions of a "personal shopper". This section received orders from the field units and purchased material from the Navy Exchange and Commissary, drew supplies and mail, and assembled a "package" of material for each field location. This material was then airlifted to the field unit utilizing MAAG aircraft. Funds were either received with the order, or the account was processed on a charge basis.

The MAAG buildup, including the planned positioning of personnel at 65 locations throughout South Vietnam, has greatly increased the scope of this operation. (See Map page 7).

NSAT TAIPEI EXPERIENCE

Though every attempt has been made to benefit from the experiences of the Naval Support Activity, Taipei, there are certain fundamental differences between that activity and the proposed HSAS. The principal differences are:

- a. Many support functions envisioned for the HSAS are performed for the NSAT by the Government of the Republic of China. These include:
 - (1) Provision of drivers and other GRC military personnel.
- (2) Provision of BOQs and BEQs including operation and maintenance. NSAT schedules personnel into the billets only. Quarters are provided through the GRC without direct NSAT responsibility.
 - (3) Provision of airlift logistics services.
- b. There is a reasonably adequate supply of technical civilians in Taipei in comparison to Saigon.
- c. The tempo of operations in Taipei has been based on a relatively stable situation. Actions in Vietnam are based on a rapidly changing situation approaching a wartime footing. This rapidly changing situation in Vietnam does not permit normal detailed long range planning. Funding techniques must be responsive to the fluid situation.

FUNDING

Current Source of Funds to Support MAAG

In a briefing given by the MAAG comptroller the following resume of funds for FY 62 to support MAAG Vietnam operations was given:

TYPE	SOURCE	AMOUNT
AIK MAP Tng 414 MAP Adm 422 Emb Dir Sp MAP Port Operations MSTS Opens (Pilotage) Aux Chap Dependent School Shared Adm Spt	RVNAF (Chap. 26) CINCPAC CINCPAC EMBASSY USARHAW CO MSTS Japan CNO OCF, CNO, Clark (Not Funded)	\$ 5,000,000 4,620,700 268,900 1,474,800 25,000 12,000 4,000 41,000 63,000
		\$11,509,400

Description of Principal Funds Above.

AIK: Aid-in-Kind funds are provided in Piasters as the U.S. MAAG support portion of the Republic of Vietnam Armed Forces Budget (Chapter 26). These funds are used for a multiplicity of purposes but primarily for hire of indigenous personnel such as car drivers, motor pool maintenance personnel, janitorial help, office clerical personnel, and warehouse personnel. Plaster payment for rent of buildings is also provided from such funds. AIK RVNAF budgeting is done on a calendar year basin. For 1962 MAAG Support (Chapter 26) amounts to 346.4 million plaster in the overall budget. This amount is currently under coordination as a part of the whole ARVN armed forces budget.

1445

MAP Funds: These funds are received under two captions: Training in amount of \$4.6 million, Administrative 422 in the amount of \$268.9 thousand for FY 62 are directly related to the MAP program. One million dollars of the 414 funds is used to pay station allowances of assigned military personnel; about \$2.3 million funds TDY travel and per diem costs, and about \$1.5 million is for office and BOQ equipment and furniture.

Embassy Plaster Support: These are MAP funds granted to State by Defense Department for support of MAAG operations. They are used for such purposes as pay of civilian personnel, renting billeting quarters, payment of utilities, automotive spare parts purchase, etc.

Discussion of Future Funding

The experience of the NAVSUPP Activity, Taipei would support a recommendation that funds to support MAAG, MACV, and HSAS be separately identified and individually budgeted to permit orderly use of funds necessary to support each command.

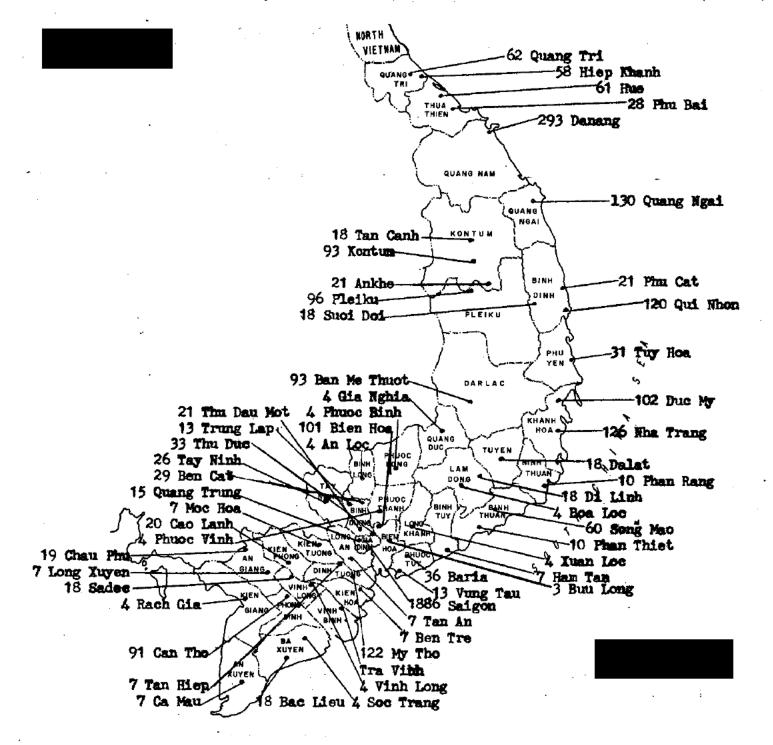
The largest items of expense in the support of the three commands appear to be:

- a. Civilian hire
- b. Vehicle and driving support
- c. Billeting and office building lease costs
- d. Station allowances, TDY travel, and per diem

The establishment of a Headquarters Support Activity Saigon staffed mainly by naval personnel entails the assumption of functions which are essentially logistic functions now performed in support of the MAAG by the MAAG Headquarters Command and which will continue, on a broadened basis, essentially to be functions in support of the MAAG. Only a moderate part of the COMUSMACV effort and a very limited number of support services to organized Army/Air Force T. O. &E. Units will be new responsibilities of HSAS. In view of the above it is the considered opinion of CINCPACFIT that a major portion of HSAS funding should be from MAP funds and only the remainder from CNO O&M funds. In the same vein, funds such as AIK funds or Embassy Direct Support funds which are now being used to support the MAAG effort should proportionately be available to support HSAS.

Should funding conditions outlined above not be approved by the DOD Comptroller then the following comments relative to costing gymnastics are submitted:

- a. That portion of support furnished to MACV or to MAAG which can specifically be identified to these headquarters (example: maintenance of vehicles specifically assigned to MAAG or MACV) should be charged to a specific job order established to cover this service by HSAS with reimbursement by monthly billing.
- b. Costs for support of MAAG or MACV not clearly identifiable as occurring on an individual item basis should be pro-rated on an equitable basis.
- c. Non-recurring costs and costs which result from internal operation of HSAS alone should properly be charged to CNO O&M funds made available for such purposes.
- d. CNO must be prepared to support costs previously funded from AIK funds or Embassy Direct Support funds should availability of such funds be curtailed.



TASKS AND FUNCTIONS

HEADQUARTERS SUPPORT ACTIVITY, SAIGON

A. Status and Command Relationship.

- 1. The Headquarters Support Activity, Saigon, was established under a Commanding Officer by _______ of ______ of ______ It is assigned to the administrative control of Commander, Naval Forces Philippines, to the management control of the Chief of Naval Operations, and to the Operational Control of Commander U. S. Military Assistance Command. Vietnam.
 - 2. Headquarters Support Activity, Saigon, is in an active status.
 - 3. The Activity's assigned mission is:

"To provide administrative and logistic support to the Headquarters, U. S. Military Assistance Command, Vietnam, the Headquarters, Military Assistance Advisory Group, Vietnam, and other activities and units, as designated by the Chief of Naval Operations."

B. <u>Tasks and Functions</u>. In implementing its assigned mission the Headquarters Support Activity, Saigon, will perform the following tasks and functions:

1. Personnel Services

- a. <u>Personnel Records</u>. Provide personnel accounting and maintain personnel records of Naval Personnel of:
 - (1) Headquarters Support Activity, Saigon.
 - (2) Headquarters, U. S. Military Assistance Command, Vietnam.
 - (3) U. S. Navy Commissary Store.
 - (4) U. S. Navy Exchange.
 - (5) Headquarters, MAAG.
- b. Prepare and submit cost of living reports as required by Appendix D of Joint Travel Regulations.
- c. <u>Industrial Relations</u>. Provide industrial relations services for local national civilian personnel of assigned units, including Headquarters, U. S. MACV and Headquarters MAAG Vietnam. Provide for industrial relations services for U. S. civilian personnel attached to Department of Defense activities.

- d. <u>Legal Assistance</u>. Conduct or provide the following for the U. S. Navy personnel in activities listed in paragraph B.1.a. except claims investigations only (item 5) for naval personnel attached to MAAG, Vietnam.
- (1) Commanding Officer's non-judicial Punishment under Article 15, UCMJ.
 - (2) Special Courts-Martial and Summary Courts-Martial.
 - (3) Pre-Trial investigations for General Courts-Martial.
- (4) Investigations required by Manual of the Judge Advocate General.
 - (5) Claims investigations.
 - (6) Voting and insurance services.

e. Religious Services.

- (1) Coordinate facilities for Divine Worship and religious instructions including procurement, supervision and administration of auxiliary chaptains as required.
 - (2) Provide domestic and moral counseling.
 - (3) Administer the sacraments of the churches.

f. Athletic and Recreational Facilities.

- (1) Provide athletic and recreational facilities for authorized personnel.
- (2) Administer, through the Army/Air-Force Motion Picture Service, a motion picture exchange facility.
 - (3) Administer library services for all authorized personnel.
 - (4) Coordinate live entertainment for all authorized personnel.
- (5) Establish and maintain a Command Recreation Fund for COMUSMACV.
- (6) Administer other authorized non-appropriated fund organizations as assigned by COMUSMACV.

g. Training, Information and Educational Services.

- (1) Administer training, information and educational services for U. S. military personnel and authorized civil service personnel attached to activities listed in paragraph B.l.a.
- (2) Provide for the schooling of dependents of personnel of area activities through administration of Navy-Operated Dependent Schools and/or contract administration of private schools.

- h. Commissary Store and Exchange Facilities. Provide for commissary store and exchange facilities for military personnel of Headquarters MACV, Headquarters MAAG, dependents, and for other authorized U. S. personnel.
- i. Messing and Billeting Facilities. Administer and operate messing and billeting facilities in the Saigon area for personnel attached to activities listed in paragraph B.l.a. and for transients.

j. Housing.

- (1) Maintain tenant lists and administer the assignment of housing for officers and enlisted personnel.
- (2) Assist all incoming personnel in arranging housing . Accommodations.
- (3) Inspect all houses prior to occupancy to determine habitability and establish fair rentals.
- (4) Maintain a central locator file, listing all permanently assigned American military and/or civilian personnel, and their dependents assigned to S. Vietnam.
- k. Stars and Stripes. Provide office facilities for personnel assigned to the "Stars and Stripes", in Saigon.
- 1. American Red Cross. Provide office facilities and other authorized support for representatives of the American Red Cross assigned to the Headquarters Support Activity, Saigon.

2. Security Services

a. Security

- (1) Arrange with Vietnam authorities for external and internal security of the areas occupied or operated by the Meadquarters Support Activity.
- (2) Provide and/or administer the following services to authorized activities:
 - (a) Civilian and military driver licenses.
 - (b) Import control.
 - (c) Currency exchange control.
 - (d) Automobile insurance.
 - (8) Private property and POV sales and purchases.

- (f) Pre-marriage and background checks.
- (g) Registration of vehicles, arms, boats, and pets.
- (h) Lost, found, and abandoned property.
- (i) Hunting licenses.
- Passes and identification.

b. Fire Protection

- (1) Arrange with the Vietnamese civilian authorities to provide necessary fire protection.
 - (2) Coordinate fire protection matters with area activities.
 - (3) Provide fire inspection services for all supported activities.
- c. <u>Military Police</u>. Operate and administer a Military Police detachment in Saigon.

3. Medical and Dental Services.

Administer medical and dental services to U. S. Military personnel and their dependents, attached to the Headquarters Support Activity; Headquarters, MACV; and Headquarters MAAG. Render full or partial support to other U. S. units.

4. Public Works and Housekeeping Services.

Provide for the Headquarters Support Activity and, on a reimbursable basis, for the Headquarters, MACV and Headquarters MAAG:

- a. Physical maintenance and repair of buildings and the upkeep of grounds.
 - b. Utilities.
 - Engineering and consulting services.
 - d. Contract service and specification writing service.
 - e. Custodial services.
 - f. Insect and rodent control.
- g. Transportation Services. Provide official transportation service to MACV, HSAS, MAAG, and to other agencies as authorized.

- (1) Motorpool. Provide the following:
 - (a) School bus service for DOD personnel.
 - (b) Bus service.
 - (c) Wrecker and road service.
 - (d) Maintenance.
 - (e) Dispatching.
 - (f) Taxi service.
- (2) Air. Provide air transportation for cargo and personnel within the capabilities of assigned aircraft.
- (3) Arrange transportation of personnel and material via rail, water, air, on commercial carriers, MSTS, or MATS.
- (4) Arrange for loading and unloading of all outgoing or incoming cargo or passengers at Saigon (except MATS aircraft) including:
- (a) Processing of all vehicles, including inventory and
 - (b) Control, repair, and reporting of all Conex Containers.
- (c) Customs inspection, as necessary, of all inbound and outbound cargo and baggage to prevent import or export of contraband.
 - (5) Arrange for loading and unloading of all MAP shipments.

Communication Services

- a. Courier Services. Receive and dispatch classified material for country-wide users within the network of the Armed Forces Courier Service, when established.
- b. Postal Services. Arrange transportation and mail handling services for all Military activities in S. Vietnam.
 - c. Operate and maintain emergency communications net in Saigon.

Supply Services

- a. Procure, receive, warehouse, distribute, control, and account for common supply material for the support of the Headquarters Support Activity; Headquarters, MACV; and Headquarters, MAG.
- b. <u>Clothing and Small Stores</u>. Provide men's clothing and small stores sales services for all authorized naval personnel.

- c. <u>Purchasing Services</u>. Provide purchasing and contracting services for all Headquarters, MACV and Readquarters: MAAG; and assistant other activities in proper contracting procedures.
- d. <u>Household Effects</u>. Contract for the packing, crating, and transportation of all household effects of Headquarters, MACV and Headquarters MAAG personnel.

e. Other Services

- (1) Maintain Navy Plant Account records for all equipment assigned to MACV; Headquarters Support Activity, Saigon; and the U.S. Navy Commissary Store.
- (2) Provide supply support as available to other authorized activities on a cash sale or reimbursable basis.
 - (3) Administer port terminal cargo operations service.

7. Accounting and Fiscal Services

a. Fiscal

- (1) Account for and furnish information on obligations and expenditures of the allotments made to Headquarters Support Activity, Headquarters MACV, and Headquarters MAAG; and other activities as assigned.
- (2) Prepare and submit fiscal reports, stores returns, if required, and plant account returns for the Headquarters Support Activity, Headquarters MACV and Navy Commissary Store.
- (3) Budget for the operations of the Headquarters Support Activity.
- b. <u>Disbursing</u>. Maintain military pay accounts and prepare military payrolls, disburse civilian and military payrolls for Headquarters, MACV; Headquarters MAAG; and Headquarters Support Activity.
- 8. Field Support in the Saigon metropolitan area; coordinate and arrange support of MAAG field Units.

9. Flact Support

- a. As SOPA (Admin) Saigon, provide limited fleet support:
- (1) Arrange piloting, tugs, berthing, mail delivery and pickup, etc.
- (2) Provide emergency support such as pay, provisions, transportation, fleet freight, etc., to visiting fleet units as required.

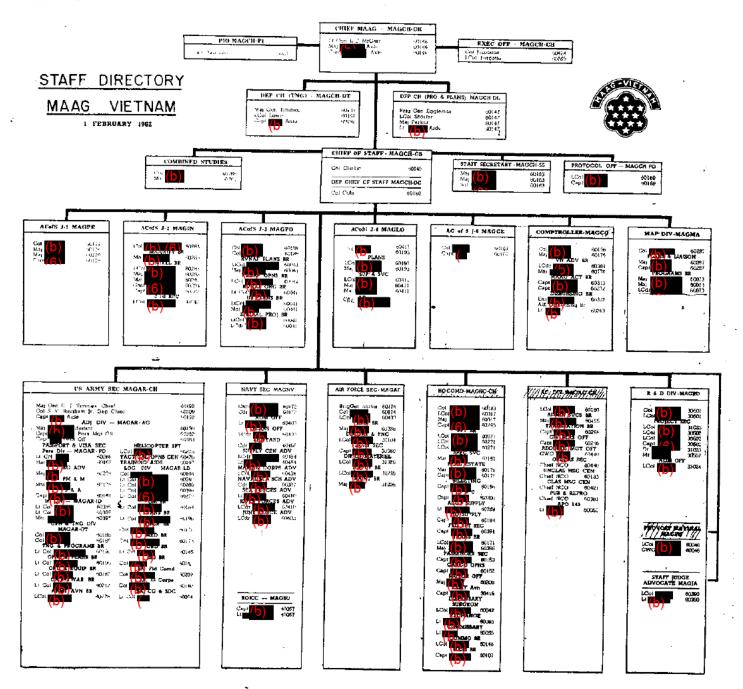
(3) Provide boarding services and briefing on local laws and customs, items of special interest, recreation, etc.

10. Other

- a. Graves Registration and Burial. Provide for the handling and shipping of all deceased personnel.
- b. Banking Facility. Provide space and other authorized support for a U. S. banking facility, when established in Saigon, S. Vietnam.
- c. Photographic Facility. Provide photographic service to COMUSMACV, MAAG and HSAS.
- d. Reproduction Facility. Provide printing and reproduction services to COMUSMACV, MAAG and HSAS.

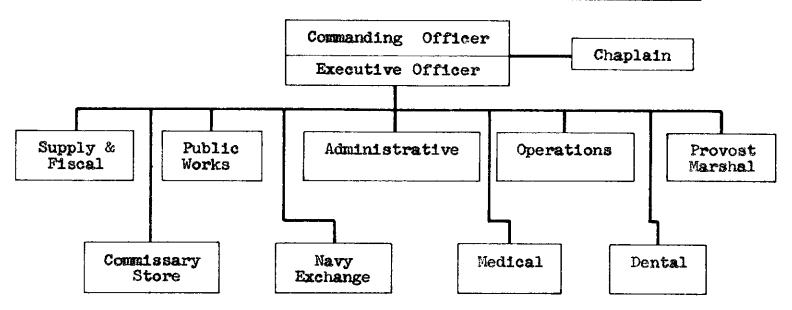
C. Activities Supported

- 1. Headquarters COMUSMACV.
- 2. MAAG Vietnam.
- 3. U. S. Navy Commissary Store Saigon.
- Air Postal Squadron Detachment ______
- 5. Military Sea Transportation Service.
- 6. MAAG Cambodia.
- 7. Other DOD Activities and Official U. S. Communities in Vietnam and Cambodia. (To the extent that facilities permit and subject to servicing agreements when appropriate.)



HEADQUARTER#

U.S. NAVAL SUPPORT ACTIVITY, SAIGON



HEADQUARTERS SUPPORT ACTIVITY SAIGON

PERSONNEL RECAPITULATION BY GRADE

CAPTAIN 4 COMMANDER 8 LCDR 14 LIEUTENANT 31 LTJG 15 ENSIGN 4 TOTAL OFFICERS 76 MCPO 1 SCPO 10 CPO 58 PO1 144 PO2 90 PO3 27 RMSN 3 SN 16

TOTAL ENLISTED

349

ADDITIONAL PERSONNEL REQUIREMENTS

1. In addition to the Navy personnel requirements listed in the interim proposed NAVPERS 576, the following Army and Air Force personnel are required for the Headquarters Support

			and meadquarter	S Suppor
		ARMY		
	OFF	ENL		FORCE
PROVOST MARSHAL ARMY AVIATION UNIT ATCO		51 20	OFF	ENL
SUPPLY/FISCAL A.P.O.	1	3 10	1	3
	28	84	$\frac{1}{2}$	3 17 23

SUPPLY AND FISCAL DEPARTMENT

Introductory Comments: A٥

Background

The establishment of a Supply and Fiscal Department of a Headquarters Support Activity, Saigon will entail logistical situations and military environmental conditions which are most unusual for a Navy supply activity. The customers (supported directly or indirectly to varying degrees) will be essentially Army /Air Force personnel (estimated Army 5500, Air Force 2300, Navy 500, Marine 700, U.S. civilian \$50 and dependents 900) operating under Army/Air Force rules, regulations, environment and carrying out mission and tasks normally assigned to the Army/Air Force training and operating units. In the performance of these tasks, both material which is common to all services and material which is peculiar to certain services will be required. Policy guidance from DOD and CINCPAC indicates the Navy support responsibility is limited to supply of common supply items to the unified command and to the MAAG. For effective supply support to the military effort, this limitation may or may not be feasible.

Central Inventory Control

The establishment and operation of a Navy Supply Department will require inventory control of many categories of material by a central inventory control organization, including categories of material which are now handled individually by several Army technical services and the Quartermaster. This will require the Navy supply department to exercise Navy supply procedures to serve customers who have traditionally been served by varying types of Army procedures and methods of supply. In addition, since the organization, staffing, facilities and equipment are now in-being and are operating under Army organization and regulation, the development of a naval supply operation will have to be an evolutionary process characterized by appropriate transfer of functions and intelligent time phasing. This evolutionary process is further emphasized by the direction from CINCPAC that the establishment of a Headquarters Support Activity, Saigon must not dilute the current effectiveness of the present support organization.

3. Staffing

Staffing, in general, for a Supply and Fiscal Department will be unusual. A greater proportion of officer personnel and senior petty officers (than the normal CONUS type supply organization) will be required due to the lack of supervisory civilian personnel, either U. S. nationals or local nationals; due to the lack of personal potential for supervisory capabilities among the local nationals; due to the sensitive accounting and custodial responsibilities of material in this industrially underdeveloped country where black marketing can supply support under conditions of national emergency. Military consupport of the greatest effectiveness are not equalled in any other

Section C (Page 40) reflects the proposed staffing of Supply and Fiscal Department, Headquarters SAS. The Supply and Fiscal Department's staffing should not be prejudged by the staffing of the ordinary CONUS supply and fiscal department for the following specific reasons:

- a. The commissioning and successful development by the Navy of an effective S&FD in HSAS, particularly during the transition period wherein there will exist extremely critical and revolutionary conditions, will require the most mature judgement and seasoned experience. Success in providing logistic support to military operations of the highest priority will depend on the ingenuity, perseverance and all-around competence of the officers and men assigned. This is not a situation for inexperience and mediocrity.
- b. U. S. Civil Service employees comparable to those in CONUS are not available. Even if the proposed civil service allowancess are approved, it is extremely unlikely that competent employees would be willing to move to Vietnam.
- c. This support activity, operating under "advanced base" conditions, will be actively engaged in wholesale support of units of all three services dispersed over a large geographical area.
- d. Sensitive accounting and material custodial responsibilities, under conditions where black marketing potential is great, are necessary.
- 4. Specific justification for apparent deviations from normal officer staffing is as follows:
- a. Assistant Supply Officer (CDR) It is believed a Commander as assistant supply officer is mandatory for the following reasons:

- (1) That he may be senior to the division heads, at least one of whom should also be an officer of the rank of Commander.
- (2) The fact that he also will serve as the Plans and Admin Officer, and,
- (3) The fact that the responsibilities of this billet will require a mature and experienced officer.
- b. Purchase and Contract Division. It is considered that the handling of this function at the division level is mandatory in view of the present and prospective scope of the purchasing operation.
- It should be noted that the current Army allowance for the purchasing function in Vietnam is 6 officers. An allowance of two experienced officers is considered necessary due to the lack of qualified civilian purchasing agents and the wide range of purchase and contract transactions over a scattered geographical area for which purchases are effected.
- c. Material Division Officer. The problems facing the Material Division can be equal to or greater than that of the Material Divisions of many Naval supply activities. Specific unique problems involve the handling of all U. S. military forces! material at a commercial waterfront of a foreign city; widely separated warehouses, which will be leased; and the requirement for liaison with a field support organization which will service many small units in isolated and widely separated areas.
- d. Fiscal Division Officer. A separate Fiscal Division Officer and Fiscal Accounting Branch Officer is essential since the Fiscal Division Officer's responsibilities will include many functions of comptrollership and fiscal administration for the unified commander, MAAG, and HSAS.
- e. Disbursing Branch Officers. The disbursing functions of the HSAS is unusual for, among others, three reasons:
- (1) Pay accounts are maintained for members of all three branches of the services.
- (2) Payees are scattered throughout Vietnam in extremely isolated and widely separated areas, requiring payments in decentralized locations and under conditions which require unusual personal monetary accountability and custodial responsibility.
- (3) Usual local currency problems and controls found in

5. ARMY/AIR FORCE PERSONNEL

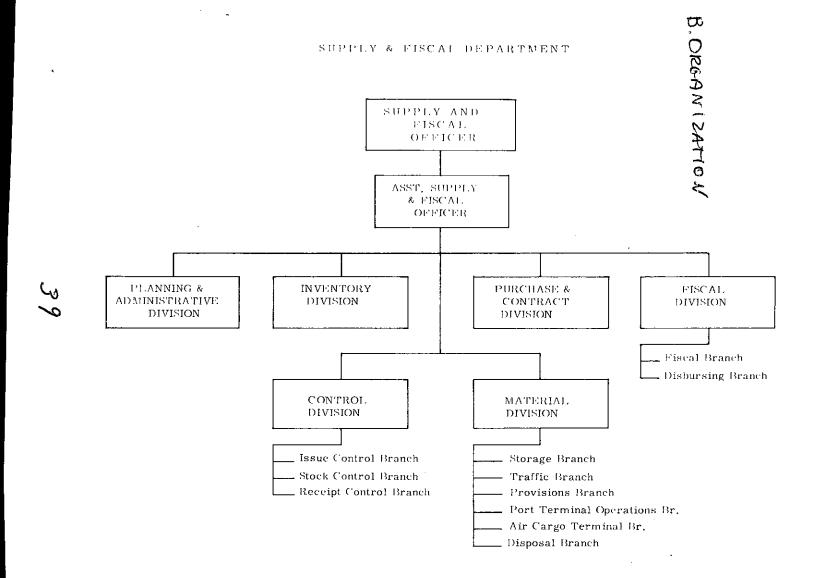
Ten (10) Army and three (3) Air Force enlisted personnel will be required to fill billets where technical and individual service supply knowledge will be required.

6. CIVILIAN PERSONNEL

A total of 139 civilian personnel will be required; twenty-nine (29) positions requiring U. S. mationals and an additional ceiling for 110 local nationals.

7. DETACHMENTS -- BRANCHES

No plans or staffing requirements for detachments/branches outside of Saigon for the Supply and Fiscal Department, or for the Commissary Store have been included in this estimate. Should it be decided to establish detachments outside of Saigon, additional staffing will be required.



NAVAL SUPPORT ACTIVITY, SAIGON

C. PROPOSED SUPPLY & FISCAL DEPARTMENT - TENTATIVE PERSONNEL STAFFING

		T1.11.11.1	TENTAT	IVE PERS	SONNEL STAFFING
CHIPTERS	OFFICER	NAVY EM	ARMY/AF		IAN TOTAL NAVY
SUPPLY OFFICER	l (CDR)	1	0 - 0	0	_
ASST SUPPLY OFFICER	1 (CDR)	0			1 3
PLANS & ADMIN DIV	•	_	0 - 0	0	0 1
CONTROL DIVISION	0	2	0 - 0	0	3 5
Issue Control Branch Stock Control Branch Receipt Control Br.	1 (LCDR) 1 (LTJG) 1 (LT) 0	1 2 6 3	0 - 0 1 - 1 1 - 1 0 - 0	1 (2 2 1 3 (2	+ 9 2 19
PURCHASE AND CONTRACT DIV Asst Purch Div Off	1 (LCDR) 1 (LT)	3	1 - 0	2 4	10
INVENTORY DIVISION	0	3	0 - 0	0 4	•
MATERIAL DIVISION	1 (CDR)	,	•		7
Storage Branch Provisions Branch Traffic Branch Disposal Branch Port Terminal Branch	1 (IA) 1 (IA) 1 (IAJG)	8 4 4 3	0 - 0 0 - 0 0 - 0	0 1 5 20 1 6 4 12 2 4 3 10	3 34 12 21 9
Asst Port Termin Br. Aircargo/Field Support Liaison	1 (IT)		5-0	3 10	9 26 1
FISCAL DIVISION	1 (LTJG) 3	3 () - 1 () 4	8
Fiscal Branch Disbursing Branch	1 (CDR) 0 1 (LCDR) 4 3 (LT) 23	· 2) - 0 0 ! - 0 2	: 8	3 15 38
TOTAL Navy/Civilian	-5		29	110	241
TOTAL Army/Air Force	:	10	3		
TOTAL Navy/Civilian/	Army/Air For	ce.	-		<u>13</u>
•	0, 201	CG			254

D. ESTIMATED ADDITIONAL EQUIPMENT REQUIREMENTS

Certain units of equipment are presently available and in use by the sections of the Headquarters Command which perform many of the functions to be performed by HSAS. However, collateral equipments and materials handling equipment is not adequate for the present functions being performed, much less for the expanded build-up now going on. In addition some of the presently owned Army equipment will be transferred to Army logistical commands in the Saigon area which support Army operational units which are not the responsibility of NSAS for support.

The following is a tentative estimated list of additional equipments required for the initial establishment of HSAS. This equipment is in addition to the equipment normally available in the FWD equipment pool and is for individual use of the S&FD.

Item	Nomenclature	Qty	Estimated Unit Cost	Estimated Total Cost
Fork lift	2000# capacity	5	\$1,800	\$ 9,000.
Fork lift	4000# capacity	ź	\$4,000	8,000.
Fork lift	8000# capacity	ī	\$6,000	6,000.
Truck	23 ton flat bed	4	\$5,000	20,000.
Truck	lat bed	4	\$3,500	10,500.
Truck	ton flat bed	14	\$1,400	5,600.
Dolly	2 wheel with straps	4	\$ 100	400.
Reefers	Portable, 675 Cu.Ft.	4	\$3,145	12,580.
Warehouse Tractor	(Dock Mule)	2	\$2,000	4,000.
Warehouse Trailers		18	\$ 8 0 0	14,400.
Pallets		1000	\$ 6.25	6,250.
Calculators		12	\$ 6.25 \$ 700	8,400.
Typewriters	11" standard carriage	24	\$ 207	4,968.
Typewriters	15" standard carriage	6	\$ 207 \$ 240	1,440.
Adding Machines	_	18	\$ 325	5,850.
Graphotype	Model 6340 Powered	2	\$1,664	3,328.
Addressograph	Model 1900	1	\$2,300	2,300.
Checkwriter	Burroughs	2	\$3,300	6,600.
Duplicating Machines	-	2	\$ 185	370.
Mimeograph Machines		2		888.
Thermo-fax		l	\$ 400	400.
Verifax		1	\$ 288	288.
Kardex cabinets		75	\$ 444 \$ 400 \$ 288 \$ 310	23,250.
Safes		8	\$1,440	11,520.
File Cabinets	Combination lock	12	i "	6,144.
File Cabinets		25	\$ 60	1,500.
Desks		100	\$ 512 \$ 60 \$ 86	8,600.
The Street Jakobi of				
Film Recorder	Recordax	1	\$ 357	357。
Catalog rack		12	\$ 357 \$ 24	288.
Bins & racks, shelve	6		• —	16,000.
IC Equipment				7,000.
- -				.,

41 TOTAL

\$206,161.

E. REAL ESTATE - ESTIMATED SPACE REQUIREMENTS

At present all warehouse space and real estate now used for supply functions is paid for out of aid-in-kind funds and approximately one-third (1/3) of the estimated requirements for covered storage and three quarters (3/4) of the refrigerator space is presently available and in use. Should Navy O&M funds be required to pay for total real estate for the S&FD a cost of \$18,960 monthly is estimated.

HSAS

Supply and Fiscal Department

Tentative Space Requirements

	office Sq.FT.	COVERED SQ.FT.	REEFER SQ. FT.	(CU.FT.)	uncovered Sq.ft.	TOTAL SQ.FT.
Main Supply	8,000	80,000	5,000	(35,000 freeze)	100,000	193,000
Navy Exchange Retail Bulk	2,500	12,000 20,000	2,000	(6,000)	10,000	14,500 32,000
Commissary Store Retail Bulk	2,500	10,000	2,000	(6,000)	10,000	12,500 32,000

Notes:

- a. Covered storage rental in Vietnam is approximately 50 plasters per square meter.
- b. 50 piasters = approximately \$0.70
- c. 1 square meter = approximately 10 square feet.
- d. Covered storage rental = approximately \$0.07 per sq.ft.
- e. Rental computed as follows:
 - (1) Office space x \$0.14 per sq. ft.
 - (2) Covered space x \$0.07 per sq. ft.
 - (3) Reefer space x \$0.40 per sq. ft.
 - (4) Uncovered space x \$0.03 per sq. ft.

PUBLIC WORKS DEPARTMENT

A. The functions to be assumed by the Public Works Department of the HSAS are currently being performed by various divisions of the Headquarters Command Section of the MAAG.

As the size of the MAAG has increased, so have the functions of the Head-quarters Command. From August 1961 to March 1962, the community to be supported has increased from some 1500 US personnel to approximately 3500, with an anticipated increase to 5600 by 30 June. The influx of personnel has necessitated requisitioning of facilities for offices, billeting, messing, storage, etc. Some of these facilities have been obtained rent free from the Vietnam Government; some rented, with the U.S. supplying the upkeep and maintenance; others rented, with the lessor supposedly providing maintenance and upkeep. Even in the latter case, however, upkeep and maintenance have reverted to US respensibility, due to interpretation of "upkeep and repair," in order for the facilities to be maintained at US standards.

The facilities involved, to date, include a MAAG compound of some 10-12 buildings, a separate Headquarters Command compound of some 3-4 buildings, a motor pool about two miles from the compound, 14 BOQ and BEQ hotels, in various parts of the city, a dispensary. Navy Exchange/Commissary, storage spaces, dock storage areas, etc., all quite removed from each other. In summary, the MAAG facilities are widely dispersed throughout the entire city.

With the continued build-up of MAAG personnel and the introduction of the COMUSMACV and Headquarters Support Activity, two additional compounds, increased meter pool facilities, additional hotels, increased warehouse spaces, etc., are required.

These facilities, like the ones in being or in the process of being occupied, will require renovation, upkeep, repair, and modification by the Public Works

The motor pool, new occupying one requisitioned garage, has grown from 200 vehicles of various types to over 300, with an expected increase to about 500 by 30 June. Negotiations are in process to rent an additional garage, with greater repair capacity, which, combined with the other garage, should be sufficient to accommodate the 500-plus vehicles, ranging in types from sedans through various sizes and types of trucks to numerous trailers and busses.

In addition to the other facilities, there are certain repair and upkeep responsibilities for leased quarters ~ 102 in Saigen and 15 in Nha Trang.

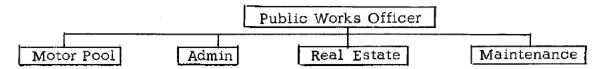
4) 1, 5 L

B. The personnel authorized in the Headquarters Command to perform the anticipated functions of the Public Works Department are:

FUNCTION	OFF	ENL	CIV(LOCAL NATIONALS)
Administration	2	2	5
Motor Pool	4	12	550
Real Estate	44	3	4
Maintenance	11	37	112

The civilian personnel now being hired are limited to local nationals whose talents are generally confined to manual-type labor. Technical and administrative trained civilian personnel are just not available in the country. This necessitates an exceptionally high percentage of officer and senior petty officer personnel for the technical/administrative functions.

C. The proposed Public Works Department will consist of:



The administrative functions of the Department can be accomplished by 2 officers, 2 enlisted and 5 civilians.

To support the increased motor pool of some 500 plus vehicles, including those assigned to the COMUSMACV, will require 3 officers and 14 senior petty officers as supervisors and administrators, approximately 65 civilian (LN) automotive mechanics and some 490 civilian (LN) drivers/janitors/general laborers. Additional facility requirements are limited to the second garage, negotiations for which are in process.

For the real estate office, which will still be concerned with leases, inspection of rented facilities, liaison with the Embassy, engineering services and construction monitorship, 2 officers, 3 enlisted and 4 civilians (LN) will be required. No additional facilities will be required.

The remaining division - Maintenance - will require 3 officers, 47 technical enlisted personnel and 170 civilians (LN) for repair, upkeep, maintenance, renovation and construction. As the local nationals will provide most of the basic lower skills, the officer/petty officer personnel must provide the higher, more technical skills concerned with organization, planning, and estimating for the various technical fields - electrical, plumbing, construction, air conditioning, etc. Approximately 5300 square feet of shop space, 3300 square feet of bin space, 1300 square feet of office space and 3000 square feet of bulk storage are needed in addition to the spaces now occupied.

D. In summary, the personnel requirements for the Public Works Department, Hdqtr Support Activity Saigon, will be:

FUNCTION	OFF	ENL	CIV(LN)
P.W. Admin Motor Pool Real Estate Maintenance Total	2 3 2 3	2 14 3 47 66	5 650 4 170 829

ADMINISTRATIVE DEPARTMENT

A. Central Files Section.

1. This Section will maintain the normal administrative files of a naval commissioned activity and will maintain personnel records for naval personnel attached to COMUSMACV, MAAG VIETNAM, and NSAS.

B. Legal Section.

- 1. This section will provide legal service to CO HSAS and will provide investigation support to Navy Section MAAG. CO HSAS will exercise Special Court-martial jurisdiction over Naval personnel attached to COMUSMACV and HSAS personnel.
- 2. Legal assistance will be provided to all U. S. personnel in Vietnam except for those units with an attached legal assistance

C. Reproduction Section.

1. This section will provide printing and reproduction services for COMUSMACV and MAAG. A substantial portion of the unclassified reproduction work can be contracted out to local print shops. All classified work, however, must be done "in house" by U. S. Personnel.

D. Civilian Personnel.

1. Provide industrial relations services for local national civilian personnel of Headquarters, USMACV and MAAG Vietnam; provide industrial relations service for U. S. civilian personnel attached to DOD activities.

D. Billeting.

- 1. There are 1345 billets located in Saigon: 549 officer and 796 enlisted. By 30 June, 1724 billets will be required: 721 officer and 1003 enlisted. An additional 150 spaces equally divided between officers and enlisted are desired to provide for transient personnel.
- 2. Requirements which exceed available billets are being alleviated by contract for hotel rooms, and the establishment of a "tent city" for the processing of personnel destined for field areas.

- 3. The above requirements do not include requirements of T.O. & E. Units. Due to the scarcity of rooms in Saigon, it is recommended that HSAS operate a central billeting office to process all incoming personnel. While this office could not assume responsibility for T.O. & E. billeting, it would provide the best method of correlating available facilities with transient personnel requirements. Billets have been obtained through various lease arrangements. Some leases include the provision of maid service; some leases provide for lessor maintenance; others will require HSAS maintenance. Billeting requirements are expected to increase.
- 4. The billeting responsibilities of HSAS will have to be specifically defined. It was envisioned that HSAS would assume the complete function from Headquarters Command, MAAG. Facilities would be operated on a consolidated basis for all personnel being supported. If, due to funding peculiarities, separate billeting will be required for each command, it will be difficult to assume equitable billeting and full utilization of facilities. In this case, it may not be desirable for HSAS to assume this function. (This same comment applies to the mess functions detailed E. Quarters.
- 1. MAAG presently has 96 sets of quarters in Salgon and 15 sets in the field (primarily at Na Trang). An additional 16 sets in Saigon and 5 sets in the field have been authorized but not procured.
- 2. COMUSMACV requirements have not been established as yet. It is also assumed that HSAS will generate a requirement for quarters based upon the same criteria utilized by COMUSMACV and the MAAG. It is assumed that quarters, occupied by personnel of the MAAG who are performing functions being transferred to HSAS, will revert to HSAS personnel. F. Messes.

- 1. All MAAG messes both officer and enlisted are of the "open" variety. Messes outside Saigon are cooperative messes.
- 2. An officers' Open Mess has been established in Saigon with branches established in each billet where food facilities are provided. In addition to food service, the messes provide for service and operate slot machines.
- 3. Enlisted open messes operate on essentially the same basis. No enlisted mess has the facilities or space to establish a closed mess.
- 4. The highly decentralized nature of the mess operation and the marginal facilities available generate a requirement for a relatively

G. Translator Section.

1. This section provides translator services other than for MAAG training, and interpreter services for COMUSMACV, MAAG, and HSAS. U.S. translator personnel are required for classified documents.

H. Post Office.

1. It is proposed that the USAF continue to operate the Post Office (APO 143) on a cross-servicing basis.

I. Schools and I and E Officer.

1. Provide normal I and E facilities for U. S. Navy personnel. present dependent school system consists of a cooperative school for grades up through Junior High School. The High School consists of one teacher utilizing correspondence courses. This is considered a poor arrangement. It is understood that recommendations for the establishment of a U. S. military sponsored dependents' school will be submitted

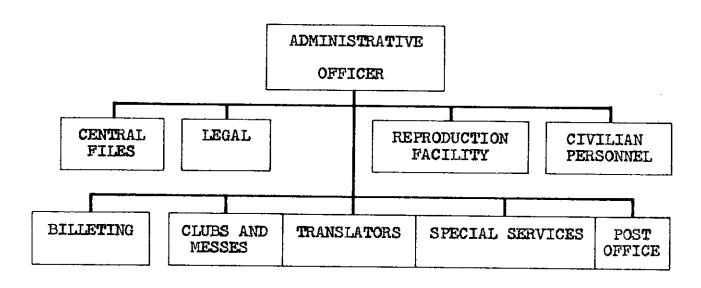
J. Special Services.

- 1. The Special Services facilities are extremely limited and geared to the pre-expanded MAAG personnel requirements. Military facilities for off-duty recreation for the enlisted personnel is confined to one movie theater, a very small library, and reading and ping-pong equipment in the various hotels used for billeting. A six lane bowling alley is
- 2. An expanded special services program, including an enlarged library, craft shops, athletic facilities, and an adequate swimming pool (for this hot, humid climate) will be required. Sufficient personnel to organize and administer the program will also be required.

K. Proposed Administrative Department Personnel Staffing.

SECTION	OFF1	CERS	ENLI	STED	CIVI	LIAN
	NAVY	OTHER	NAVY	OTHER	U.S.	SVN
Administrative	2		4			
Special Services	2		14			23
Civilian Personnel	1		,			8
Translators	2		9			22
Post Office	_	1		17		
Messes	5	-	27	1		459
Legal	í		i			マノフ
Billeting	3		25			58
Central Files	•		7			,0
School, I&E	1		i			
Reproduction			4	· 		7
Total Navy	17		82			
Total Other Services		1		17		
Grand Total	17	1	82	17		577

ADMINISTRATIVE DEPARTMENT



5,0

OPERATIONS DEPARTMENT

A. Port Operations Section.

I. Perform SOPA (Admin) functions for the port of SAIGON. This includes the arranging for pilotage, tugs, berthing, mail delivery, boarding services, and briefing on local laws and customs for visiting fleet and MSTS ships. Arrange for the provision of emergency support. These tasks are presently performed in part by the Naval Attache and in part by the MAAG.

B. Field Support Section

1. Responsible for the distribution to the field units of Mail, supplies, including provisions, and Navy Exchange items, and the coordination of personnel movements. (SEE PART I page & for additional information on the Field Support problem). This section processes requests from the field units, assembles the material, acts as agent for the payment of retail items, and arranges for consolidated shipment of material to the field location. Temporary storage is required for the assembly of shipments to each field location.

C. Aviation Section

I. This unit is presently located within the Transportation Branch of the MAAG Support Activity (Headquarters Command). It is responsible for providing logistic support to the field units (passenger and cargo) and administrative and utility airlift services to the MAAG and to COMUSMACV.

a. Personnel of Board

- (1) 8 Officers (7 Pilots)
- (2) 16 EM
- (3) 4 Civilian

b. Aircraft on Board

- (1) 3 L23D
- (2) L20 (Plus 1 L20 as a maintenance float to support

attrition in this unit and in the unit in LAOS).

(3) 1 Caribou.

It is understood that the following increases have been recommended.

- 1. Personnel
 - a. 8 Officer
 - b. 4 Enlisted
- 2. Aircraft
 - a. 2 L23F
 - b. 1 L23D

Maintenance support is provided through contract with Air Vietnam. It should be noted that there are other units which are providing substantial air logistics support between SAIGON and Field Locations. It is considered desirable, however, to maintain a small integral air logistic capability within the HSAS which is responsive to its requirements.

- 2. It is recommanded that the Army Aviation Unit (with proposed augmentation) be transferred to HSAS as a jointly staffed section. This section should be further augmented by the transfer of the R4D presently assigned to the Navy Section MAAG together with assigned personnel. Funds are to be adjusted by interservice agreement with the Bepartment of the Army.
- 3. Future augmentation of this section, if required, should be provided by the service which is best capable of providing the specific type aircraft needed.
- 4. CINCPAC has stated that action should be witheld concerning the transfer of the Army Aviation Section pending his further study. The question under study is whether this Army Aviation Section should be placed within the HSAS or attached to some other activity, in order to best satisfy COMUSMACV requirements.
- D. Air Transportation Coordinating Section
- 1. Provide all passenger and air terminal services in Saigon except those assumed by MATS and 2ND ADVON. Services performed involve the coordination of air passenger traffic and cargo, and the provision of terminal services. It is envisioned that the ATCO: function would be jointly staffed.

E. Photo Lab

- 1. The Photo Lab will support COMUSMACV and the MAAG and will perform the following types of photography:
 - a. Manuscript photography.
 - Incident and investigative photos.
 - c. I.D. cards and passport portraits.
 - d. PIO support.
- e. Accident photography, for both aircraft and vehicles.
 - f. Medical photography.
 - g. Training Aids.
- 2. This facility is presently not in being. Authorization and allowances, however have recently been approved by CINCPAC.

F. Training Aids Section

- 1. This section would assume the functions envisioned by an Army Film and Equipment Exchange (class C augmented) recently authorized by CINCPAC. Specific tasks are:
- a. Provide projector support for special services activities.
 - b. Procurement and storage of a central film library.
 - c. Provide training film support.
- d. Maintain an allowance and repair motion picture projectors, slide projectors, and audio~visual equipment and tape recorders.

G. Communications

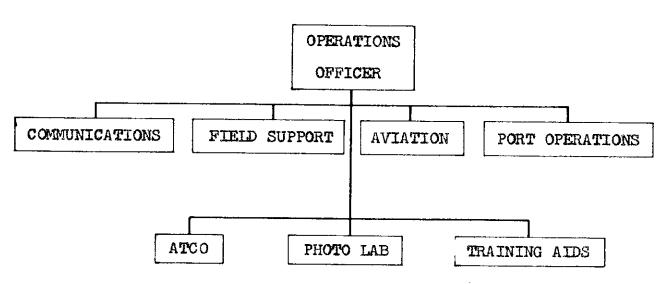
1. It is understood that the STARCOM facilities are essentially self supporting, and that the tropo-system presently under development will be maintained and operated by the 39th Signal Support Battalion. It is further understood that the terminal message centers for both COMUSMACV and the MAAG will be supported by the Signal Battalion.

- 2. An operations-intelligence net is being established which will have broad coverage within the country. 413 billets have been authorized for the MAAG to operate this net. It is recommended that the maintenance of this net be assigned to the 39th Signal Support Battalion.
- 3. An Emergency Communications net has been established within Saigon in support of certain emergency plans (evacuation, etc.). Stations on this net consist of one broadcast station and ten radio jeeps. It is recommended that responsibility for operation and maintenance of this net be assigned HSAS.
- 4. Telephone service within Saigon is provided primarily through a military telephone system which is maintained and operated by the Vietnamese Army. The MAAG has been coordinating all matters of U.S. interest concerning this service including the authorization of subscribers, and the provision of directory service. It is recommended that these responsibilities be assigned to the Headquarters Support Activity.
- 5. The location of HSAS headquarters is presently undetermined. Communications personnel requirements are based on manning a separate message center with a terminal trunk from the STARCOM facility. If the HSAS headquarters is located in proximity to one of the existing message centers, a savings in personnel will accrue.
- 6. It is probable that a radio controlled taxi service will be established in connection with the motor pool. While this net will be operated by the Public Works Department, maintenance responsibilities will accrue to the communications section.

H. Proposed Operations Department - Personnel Staffing

SECTION	<u>c</u>	FFICER	ENI	ISTED	<u>CIVILIAN</u>
	NAVY	OTHER	NAVY	OTHER	IIC CYDY
Administration	2		1	OTHER	US SVN
Communications	2		15		
Field Support	2		-		
Training Aids	-		12		18
Aviation	1	• •	6		
Photo Lab	Ţ	16	4	20	4
	1		10		4
ATCO	2	2	4	6	
Port Operations	1	_	7	O	23
Total Navy	11		3		2
Total Other Serv	, 44		55		
Const Total Serv	ıces	18		26	
Grand Total	11	18	55	26	47

OPERATIONS DEPARTMENT



2

Provost Marshal

- A. The existing Provost Marshal organization within the MAAG was established on 29 December 1961. The Unit is exercising both Provost Marshal operational and advisory functions.
- B. It is envisioned that the Provost Marshal policy functions would be exercised by a Provost Marshal attached to COMUSMACV, and that the advisory function would be retained within the MAAG. The remaining Provost Marshal operational function would appropriately be absorbed by HSAS for the Saigon area, and by the Senior U. S. Military Officer (TO & E Unit or SR MAAG Advisor) in the various field Areas.
- C. The incumbent Provost Marshal considers that the present authorized strength is inadequate since the staffing requirement was generated without considering the recent increase in U.S. Military population now planned, and since too narrow range of Provost Marshal tasks were envisioned.
- D. He recommends that one reduced strength Army TO & E Company (167 Personnel) be requisitioned for duty within SAIGON and for duty elsewhere in country as required. Comment upon the total numbers of personnel required is reserved pending further study.
- E. Date stien facilities will be required. The size will be dependent upon the extent of Court Martial jurisdiction exercised by COMUSMACY.
- F. Since the majority of the personnel in country are Army, and since all actions in this area should be closely coordinated both internally and with the Wietnamese Government, it is recommended that Provost Marshal Unit staffing be continued as U. S. Army responsibility with funding aspects resolved on a cross servicing basis.

U. S. Navy Commissary Store

A. Introductory Comments.

1. BACKGROUND

The Commissary Store was originally a Commissary section of the Navy Exchange, opened in January 1956 to provide essential food items to MAAG personnel in Vietnam and Cambodia. In August 1959, the Commissary Store was established as an independent Navy activity with an officer-in-charge. (When organized under Hdqrr Support Activity, Saigon, the officer-in-charge will receive military command and administrative support from Commanding Officer, Hdqrr Support Activity. Saigon and management control from NSSO.) With the rapid expansion of U.S. Personnel in Vietnam, the Commissary Store, as the only source of American food had to enlarge its capabilities quickly. As with the Navy Exchange, emergency action was taken to provide additional personnel, equipment, and inventories to "get the job done". In the interest of avoiding duplication, bulk stocks have been made available in Saigon to support the military units and detachments of other component commanders. This support will continue if interservice support agreements now under negotiation can be finalized wherein the other services pay their share of the increased costs to the Navy.

2. PROVISIONS SUPPLY

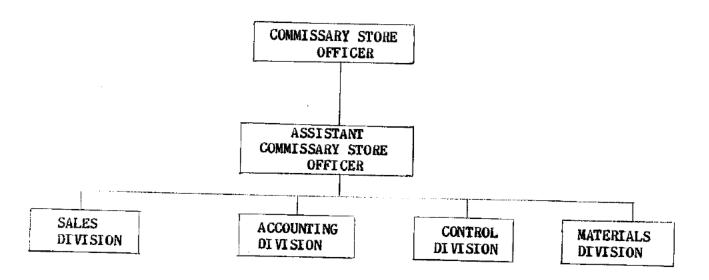
This function of bulk issue to messes is considered beyond the normal resale mission of the Commissary Store and will become part of the supply department of Headquarters Support Activity, Saigon at an early date. The Supply department will assume the warehouse and bulk refrigerated spaces now controlled by the Commissary Store. Thus, the supply department will sell to the Commissary Store as well as the field units and messes to avoid uneconomical duplication.

3. STAFFING

Even the augmented personnel on an emergency basis are not adequate to handle the vastly increased work load resulting from the expansion in Vietnam. To preclude a dangerous control situation, the MAAG loaned an Army captain and six Army enlisted men for 60 days from March 9, 1962 to work in the bulk provisions function until additional Navy personnel can arrive. Because of the urgency of this need, personnel required for the provisions branch of the Supply department should be authorized and ordered to report to the Commissary Store until such time as the supply department can be activated.

An increase of one grade for the officer-in-charge is justified by the large increase in responsibilities assigned him due to the tremendous increase in sales. A mature and experienced officer is mandatory in this remote area with the responsibility of a large number of black market type items.

B. ORGANIZATION - COMMISSARY STORE



C. COMMISSARY STORE - PERSONNEL STAFFING

COMMISSARY OFFICER	OFFICER 1 (LCDR)	ENLI STED	CI VILIAN	TOTAL 2
ASST COMMISSARY OFFI	CER 1(LT)			1
Office Supervisor Receiving Supervisor Sales Supervisor Sales Clerk Meat Dept Mgr Butcher Warehouse Supervisor Refrig Specialist		1 1 3 1 2 1	2 8 2 13 2 5 10 2	3 9 3 16 3 7 11 3
4				
	2	11	45	58

D. Real Estate and Facilities

The present size of the store limits any further expansion. If an alternative site becomes available, or new construction is approved, and in-country funds are not available, CNO may be requested to fund a new store.

E. Equipment

Supply department could assume operation of bulk facilities and equipment operated by Commissary Store subject to whatever reimbursement is required by the Navy Ship's Store Office for non-appropriated procured equipment.

Additional equipment for the Commissary Store should be furnished by NSSO.

F. INTERSERVICE SUPPORT AGREEMENTS

Although negotiations with some military service units appear successful, difficulty has been experienced in reaching agreement with the other military service representatives at field level. This is caused primarily by the fact that some service units are not operating normal official messes, but are using open-mess type messes and co-op type messes. Since most of these men are relocated from other overseas commands where the Army has budgeted for transportation charges to provide food stocks, it would seem illogical for the Navy to absorb these unbudgeted costs while the Army has budgeted funds. To rectify the situation, it is recommended that an appropriate transfer of funds be made at the departmental level. If mutually agreeable, a transfer could provide funds for the next fiscal year also, thus eliminating the burden on already overtaxed personnel of computations, billing, accounting and accompanying paper work to recoup cost based upon measuring actual sales.

NAVY EXCHANGE DEPARTMENT

A. Introductory Comments:

I. A Navy Exchange already is in operation in Saigon. Originally established as a branch Exchange in January 1956 to serve MAAG personnel in Saigon and Cambodia on amiaustere basis, the Exchange evolved into a main Exchange in 1960, still under the austere concept, as the MAAG expanded. Rapid build-up of personnel in and outside Saigon necessitated substantial emergency increases in its capabilities. Additional personnel, equipment, inventories and funds were provided quickly to "get the job done". Although beyond the normal assigned mission of the Navy Exchange, bulk "Q" cognizance material was made available in Saigon to provide support to military units located outside Saigon. This was done in the interests of logistic economy, to prevent duplication of shipping and wholesaling costs.

2. Sales Outlets:

Resale of Exchange items outside Metropolitan Saigon has been made under a combination of CD-OP type stores supplemented until recently by location stores from Clark Air Base. PACAF and CINCUSARPAC take the position that the Navy should manage all resale outlets in Vietnam. CNO and CINCPACFLT maintain that this is beyond the responsibility of the Navy and the capability of the Navy Exchange, Saigon. During the CINCPACFLT briefing of CINCPAC relative to CINCPACFLT's proposed recommendations to CNO on Headquarters, Support Activity, the subject of field support was discussed. Although many services and functions are involved in field support, Navy Exchange services and commissary store services were discussed specifically. CINCPAC expressed the view that no location commissary Stores outside of Saigon should be operated by the Navy. However, CINCPAC stated the view that the Navy should operate a small number (a number of not more than three was mentioned) of location NEX stores at sites having concentrations of military personnel. Final locations are to be determined by COMUSMACV. CINCPAC indicated these location stores should be operated on a small, austere "cigar-mess" basis stocking only a limited range of items.

3. Q Cog Stocks

Bulk Exchange stocks were converted to "Q" cog to fund the huge increase in inventory investment required and placed under the responsibility of the OIC Commissary Store since it was funded by appropriated funds. Because the Navy Exchange is funded by non-appropriated funds, it normally cannot have appropriated fund responsibility. Therefore, for this reason and because stocking of "Q" cog is normally a supply instead of a resale function, all bulk stocks are recommended to be placed under the control of the Supply Officer, HSAS.

4. Future Operations

As the personnel in Saigon increase, pressure mounts to provide added services, such as vending machines, snack bars, laundry/dry cleaning, etc., and expanded retail store range. The staffing recommended includes

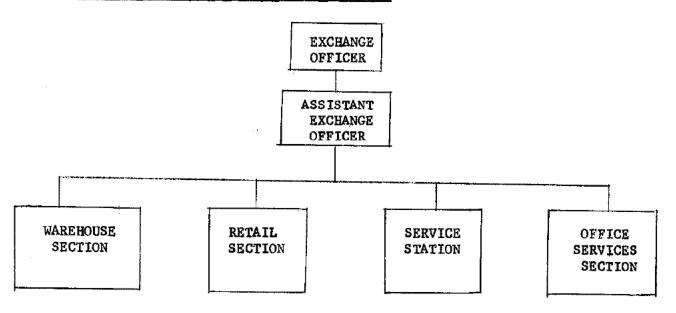
personnel for initial stages of such an expansion. Future increases in personnel required will have to be submitted based upon official approval of any expansion requested in accordance with existing directives.

5. Staffing.

A proposed increase of one grade is recommended for the Navy Exchange Officer and his assistant. This is justified by the increased responsibility resulting from the huge increase in sales, expanded services, and number of personnel to supervise. The isolated location of the Navy Exchange, its importance to the personnel in this country, and the vital need for control of black market items dictate that the officers be mature and experienced.

Enlisted men requested also are larger in number and higher in rating than normal because of the lack of qualified indigenous personnel to act as supervisors.

B. ORGANIZATION - NAVY EXCHANGE DEPARTMENT



PERSONNEL STAFFING - NAVY EXCHANGE DEPARTMENTS

	OFFICER	ENLISTED	CIVILIAN	TOTAL
Exchange Officer	1 (LCDR)		. 1	2
Asst Exchange Officer	1 (LT)			1
Exchange Supervisor Accounting Food Supervisor Asst Food Supervisor Service Dept Manager Clerk Supervisor Sales Audit Supervisor Warehouse Supervisor Branch NEX's (3)		1 2 1 3 1 3 1 3	1 4 2 12 5 20 2 10	2 6 3 15 6 23 3
				• . ·
TOTAL	2	18	57	11:74

D. Real Estate.

The present store facility is so restrictive in area that expension of range is extremely limited. If a normal range is requested, additional store space is mandatory. The cost of new construction or alteration could be placed on CNO if in-country funds are not available. This comment is applicable to any "supermarket" shopping center that might be needed in conjunction with any large new construction projects as COMUSMACV develops:

E. Additional Equipment.

<mark>Special Communications and the second of th</mark> Normally any additional new equipment would be funded by the Navy Ship's Office.

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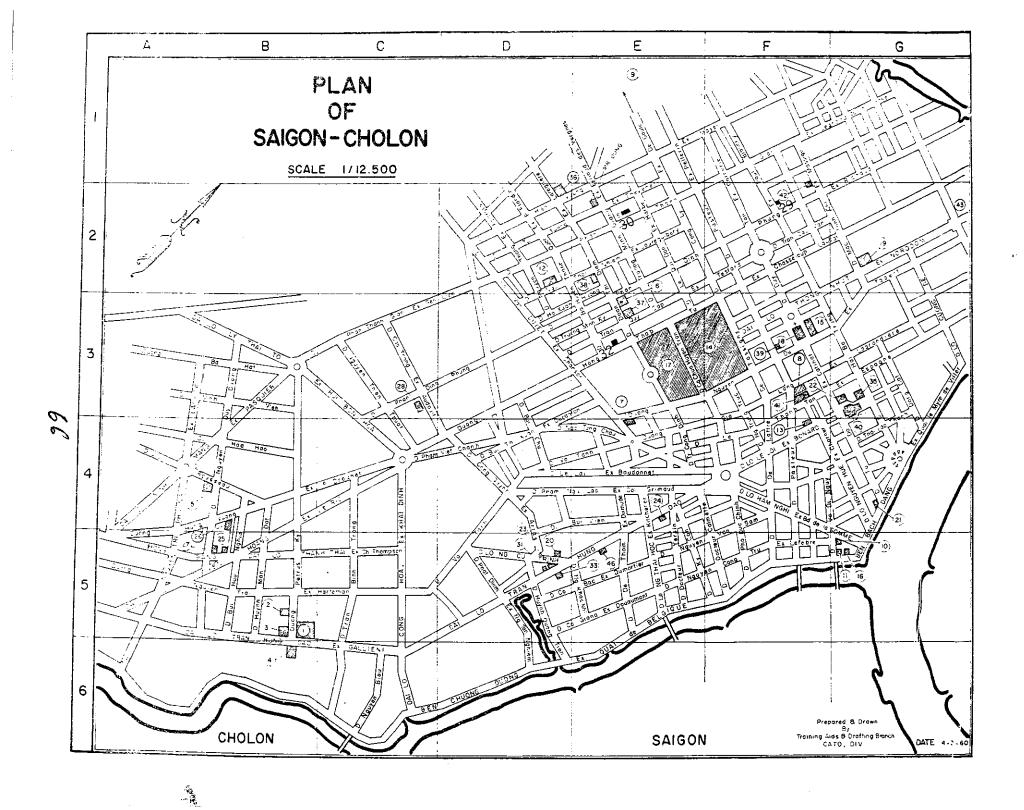
Medical Department

- A. The Dispensary in Saigon is now operated on a joint basis by the U. S. Embassy and the MAAG, in accordance with an agreement between the Department of State and the Department of Defense, with the State Department administratively operating this facility. At the present time, the Dispensary is staffed with one medical officer each from the Army, and Air Force and one civilian doctor from the State Department. Navy, and Air Force medical officer are under orders to report. One Army and one Air Force medical officer are under orders to report. One civilian State Department nurse is now attached and two Army nurses one civilians. The remaining staff of the Dispensary are local civilians.
 - B. The building occupied by the Dispensary is now undergoing alterations. When the alterations are completed, the Dispensary will have a nominal size of 15 beds but will be able to accommodate 21. It will have excellent laboratory facilities and a 12 unit blood bank.
 - C. With the population to be supported due to increase from 3500 to 5500 with a proportionate increase in outpatient care, emergency treatment and in-patient care except of a sufficient nature, staffing of the dispensary will require 8 officers and 26 enlisted personnel plus eight nurses (military or civilian). Though the Interim proposed NavPers 576 nurses (military or civilian), it is recommended that the staffing is based on complete Navy staffing, it is recommended that the staffing continue on a joint basis.

(-10)

DENTAL DEPARTMENT

- A. The Dental Clinic has recently moved into new quarters which appear to be generally adequate for the forseeable patient load. The quarters have three dental operating rooms and associated facilities.
- B. There are two dental officers now attached, one Army and one Navy. An additional Army dental officer is due to report. Two Navy dental technicians are now on board with a third due to report. Two local hire civilian employees have been requested, one secretary-receptionist and one janitor.
- C. To support the military population of approximately 4500 people for which the Dental Department will be responsible, 3 officers and 5 enlisted personnel are required. Though the interim proposed NavPers 576 is based on complete Navy staffing, it is recommended that the staffing continue on a joint basis.



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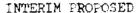
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